

Information Technology Strategic Plan

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Missouri
Office of
Information
Technology

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Overview

The Fiscal Year 2003 Strategic Plan charts the future course of information technology in the State of Missouri. The plan sets forth the vision, mission, outcomes, objectives, and products for the Office of Information Technology, for other information technology agencies, and for our customers.

The plan is important to the Office of Information Technology because it is our standard of measures for progress toward making information technology easy for people, making sure it's available, and finding new and innovative ways to pay for it.

The plan was developed seeking input and consensus of leaders from all Information Technology Advisory Board members. We began the process with the prior strategic plan and review by the Chief Information Officer of Governor Holden's expectations for information technology's role in government operations. We then looked at our strengths, weaknesses, opportunities, and threats. Using this information and the best judgment of our team, we established priority goals and produced the Missouri Information Technology Strategic Plan, which will help the Office of Information Technology lead this state into the Information Age.

Vision

Enable and Simplify

Mission

The mission of Missouri Information Technology is to support, enable and simplify effective business solutions for state customers so they can take full advantage of government services.

Goals

Improve delivery, efficiency, and accessibility of government services to the public

Increase the ability of government to provide continuous services particularly in times of disaster

Reduce the burden of delivering business solutions

Outcomes

- *Increased accessibility of government services*
- *Increased security/privacy*
- *Increased alternative funding sources*
- *Increased architectural compliance*

Objectives

- *Increase the number of public/private partnerships*
- *Improve/develop architecture standards*
- *Improve/develop security and privacy standards*
- *Develop and implement accessibility standards for people with disabilities*
- *Improve external and internal communications*
- *Expand project management as a business practice*
- *Develop/implement disaster recovery/ business continuity plans*
- *Increase support of homeland security initiatives*
- *Increase the amount of budget funded by alternative sources*
- *Develop/implement a Missouri value assessment program (MoVAP)*
- *Develop/implement a performance management program*
- *Develop/implement a project oversight program*

Key Products

- *E-Government Infrastructure*
- *Total Cost of Ownership (TCO) Methodology- Missouri Value Assessment Program (MOVAP)*
- *Project Plans*
- *Risk Assessments*
- *Adopted and Recognized Project Oversight Methodology*
- *Adaptive Enterprise Architecture*
- *Accessibility Standards for People with Disabilities*
- *Policies, Guidelines and Best Practices*
- *Enterprise Managed Voice and Data Network*
- *Enterprise Managed Geographic Information System*
- *Security Standards*
- *Privacy Policies*

Strategic Issues

Funding:

- *Demand for E-Government is raising difficult issues about funding sources, revenue, and private sector partnerships*
- *Restrictions on funding may prevent the IT community from accommodating business needs created by a growing population and increased customer expectations*

Delivery of government services:

- *Increased physical and cyber threats demand implementation of new methods of disaster recovery and business continuity*
- *Increased concern for privacy means we must maximize security and safeguard the public interest*
- *Demand for E-Government and one-stop shopping is driving us to create interagency partnerships*

Legislation:

- *Pursue legislative initiatives to support the confidentiality of private sector obligations, protect the public sector from undue risk, and prepare for internet influencing legislation*

Internal Customers:

- *Increased competition for information technology (IT) workers makes it difficult to attract and retain the work force we need*

Outcomes with Measures

The Office of Information Technology has identified four outcomes that define the results it is pursuing to encompass its mission and goals. Key measures have been identified for each outcome that will be used to track and measure success.

The first outcome, 'Increased Accessibility of Government Services', is an indicator of how well we are serving the citizens of Missouri in the delivery of government services using information technology as an enabler. By tracking the number of internet users and capturing information about access to Missouri State Government websites and the number of business transactions conducted online we can become more customer focused when adding or enhancing government services.

'Increased Security/Privacy' is an outcome sought by the Office of Information Technology. By improving our detection, prevention, response, and recovery methods, we will increase our support of homeland security initiatives and help ensure Missouri is a safe, healthy place to live and work. It is paramount that Missouri information technology services protect the privacy of citizens doing business in Missouri while providing government services in a safe and secure environment. By tracking the percent of state agencies with officially appointed security officers and the percent of agencies with certified information systems security professionals, we can begin moving toward a safer, more secure information technology environment.

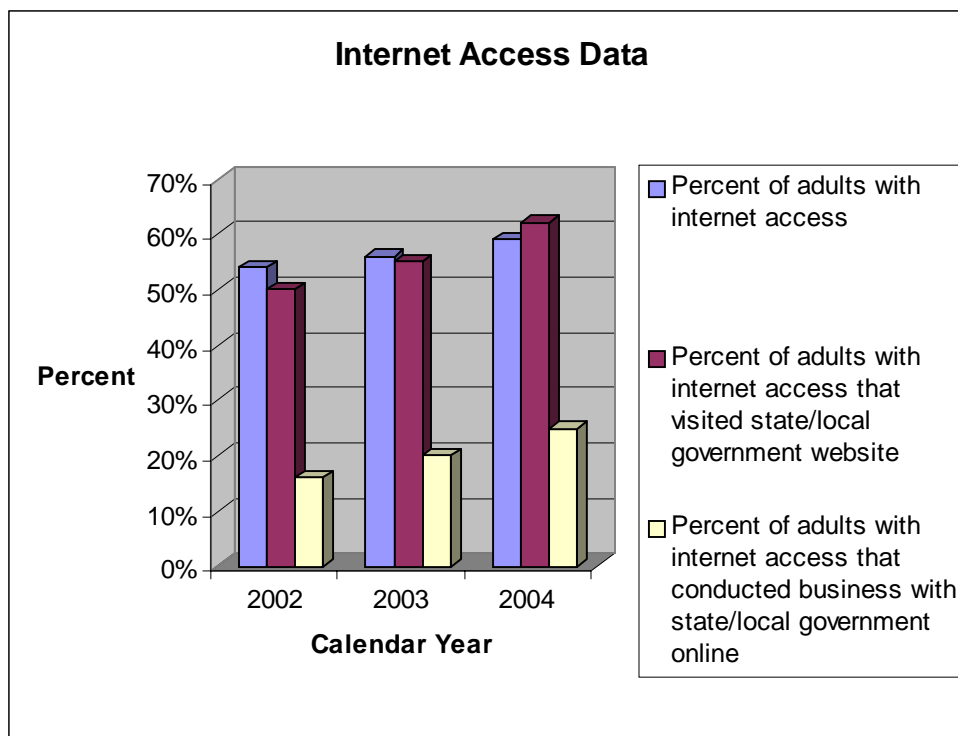
'Increased Alternative Funding Sources' measures the Office of Information Technology ability to form public/private partnerships and increase the amount of budget funded by alternative sources.

'Increased Architectural Compliance' addresses the technology environment for the State of Missouri and is important to the ability of state agencies to communicate and share data in an efficient and cost effective manner.

Outcomes with Measures

Increased accessibility of government services:

- *Percent of U.S. adults with internet access*
- *Percent of U.S. adults with internet access that visited a state or local government website*
- *Percent of U.S. adults with internet access that conducted business with state or local government online*

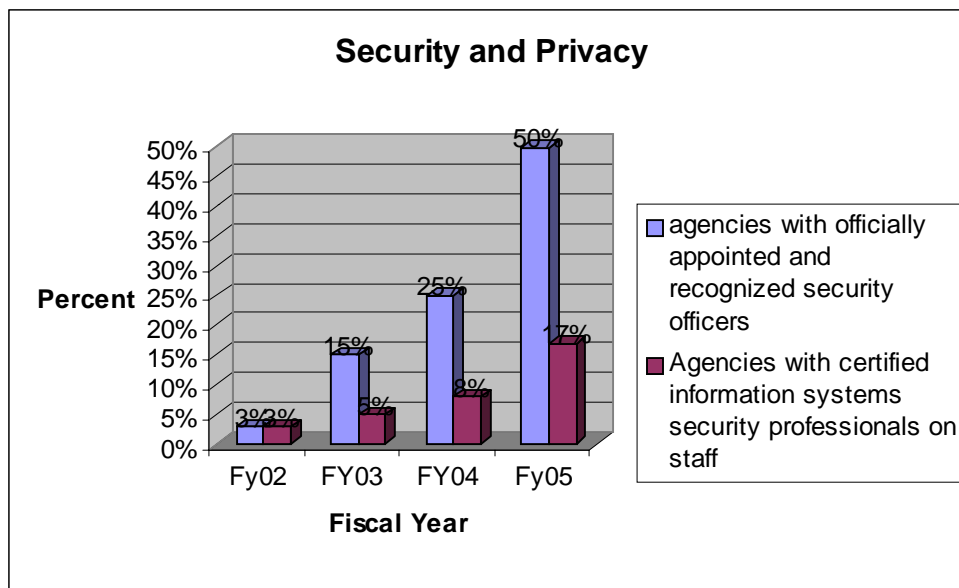


*Source: 2002 data is from the National Technology Readiness Survey
2003 and 2004 data are Missouri IT goals*

Outcomes with Measures

Increased Security/Privacy:

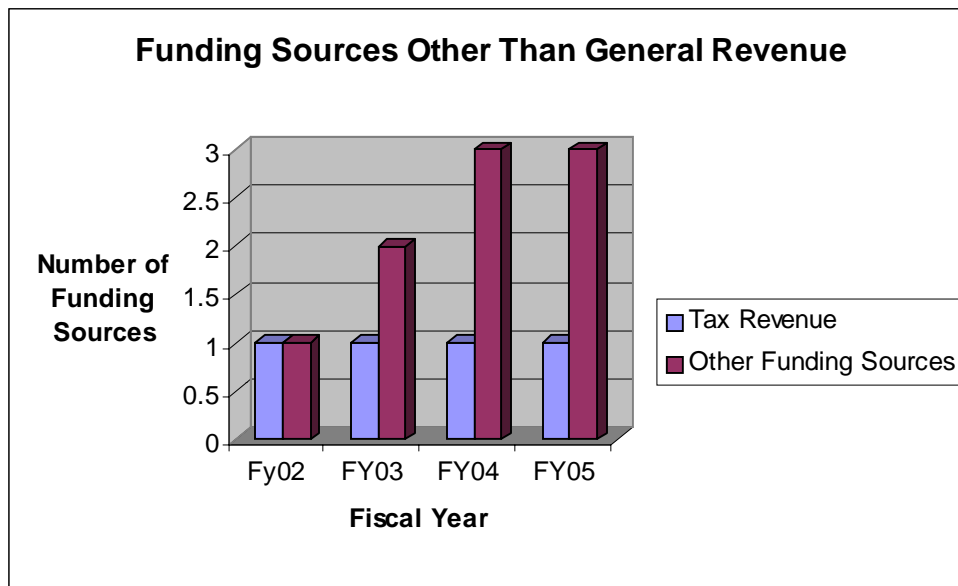
- *Percent of agencies with officially appointed and recognized security officers.*
- *Percent of agencies with certified information systems security professionals on staff*



Outcomes with Measures

Increased alternative funding sources:

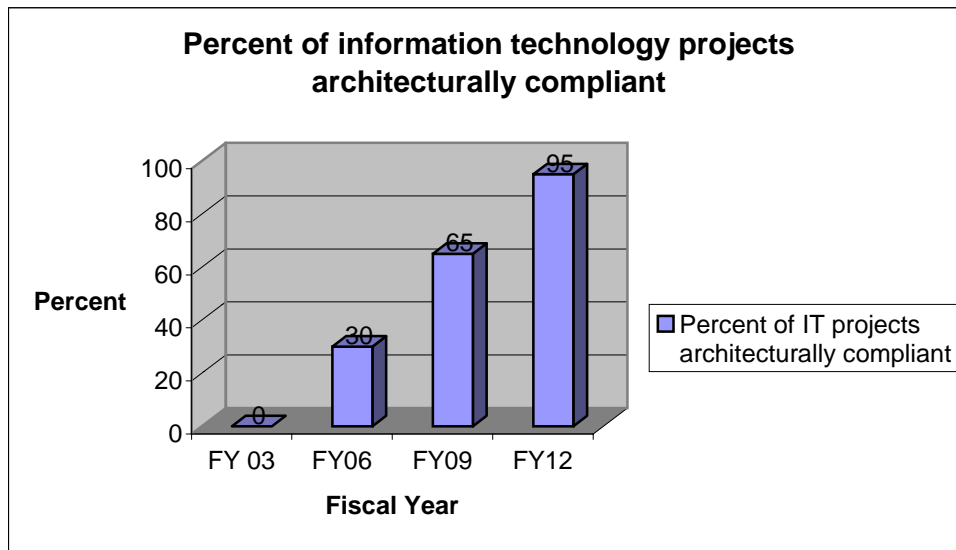
- Current information technology projects are funded from tax based revenue. Plans are to generate new non-tax based revenue from sources such as private industry matching funds, technology bonds, and foundation grants*



Outcomes with Measures

Increased architectural compliance:

- *Percent of information technology projects that are architecturally compliant*



Objectives With Measures and Strategies

The Office of Information Technology selected its objectives with input from all members of the Information Technology Advisory Board. The objectives are more specific than the outcomes, but are also a statewide measure of the effectiveness of products and processes. To ensure attention is given to the objective and the necessary strategies are identified and action plans are developed, an upper level management sponsor must be named for each objective.

Utilizing the repeatable and scalable characteristics of the Missouri information technology project management and risk assessment methodology, we can move forward and achieve these objectives.

The goal is to have the teams' work complete by the end of fiscal year 2003 so that realistic targets can be set for three to seven years out for each objective measure. These targets, along with appropriate strategies, will be incorporated into an updated strategic plan each year.

Objectives With Measures and Strategies

Increase the number of public/private partnerships:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 02	FY 03	FY 04	FY 05
Number of public/private partnerships	1	2	3	3

Strategies

- *Assign a sponsor*
- *Establish an ITAB objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Continue to use E-Government initiatives as a pilot*
- *Constantly review new partnership possibilities and pilot new partnerships when they carry a potential benefit to the IT community*
- *Continue to keep our web sites, brochures, and other materials updated and available in many locations*
- *Build a list of possible actions that would attract new partnerships*

Objectives With Measures and Strategies

Improve/develop architecture standards:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 03	FY 06	FY 09	FY 12
Percent of information technology projects that are architecturally compliant	0%	30%	60%	95%

Strategies

- *Continue the work of the architecture committee*
- *Educate architecture stakeholders by executing the training plan using the defined architecture curriculum*
- *Document the domains, disciplines and subject areas related to E-government initiatives*
- *Identify and complete the architectural documentation for the standards and/or components associated with E-government*
- *Implement and maintain the enterprise architecture repository*
- *Continue to promote the significance of enterprise architecture*

Objectives With Measures and Strategies

Improve/develop security and privacy standards:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>			
	FY 02	FY 03	FY 04	FY 05	
Percent of agencies with officially appointed and recognized security officers	3%	15%	25%	50%	
Percent of agencies with certified information systems security professionals on staff	3%	5%	8%	17%	

Strategies

- *Continue the work of the ITAB Security Committee*
- *Collaborate with the Critical Technologies Committee*
- *Collaborate with the Missouri Security Panel to develop detection/prevention, response and recovery methods*
- *Support Homeland Security Initiatives*
- *Facilitate statewide network management to harden firewalls and improve intrusion detection and surveillance of the network*
- *Develop/implement a security training program and establish an information systems security professional certification program*
- *Draft privacy policies, standards and/or guidelines for online transactions and electronically transmitted data*
- *Provide guidance in the development of an online privacy policy statement for the State of Missouri web sites*
- *Research and/or report on the impact of proposed or passed legislation on privacy issues related to information technology*
- *Promote online privacy initiatives*

Objectives With Measures and Strategies

Develop/implement accessibility standards for people with disabilities:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 02	FY 03	FY 04	FY 05
Percent of technologies recognized in our accessibility standards that are compliant	0%	86%	86%	100%

Strategies

- *Assign a sponsor*
- *Establish an accessibility review committee*
- *Determine baseline, periodic, and benchmark metrics*
- *Develop accessibility standards based on Missouri Statute requirements*
- *Develop contractual language addressing accessibility requirements to be used in the procurement of all IT products and services*
- *Develop evidence of compliance checklists that must be completed by vendors and can be used as a tool in the bid evaluation process*
- *Identify complaint procedures to be followed and areas of responsibility*
- *Develop and implement a training program*

Objectives With Measures and Strategies

Improve external and internal communications:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 03	FY 04	FY 05	FY 06
Percent of customers who think communication has improved	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a communication team*
- *Determine research requirements*
- *Determine baseline, periodic, and benchmark metrics*
- *Develop initial strategies and action plan*
- *Develop a communication plan that may be used to enhance business continuity and disaster recovery efforts*
- *Test the communication plan as an integral part of disaster recovery testing on a regular basis and update as needed*
- *Continue communication efforts through ITAB and it's committees and subcommittees, and web site updates*
- *Continue publication of OIT news and E-Government monthly and quarterly updates*

Objectives With Measures and Strategies

Expand project management as a business practice:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 03	FY 04	FY 05	FY 06
Percent of non-IT Missouri certified project managers	11%	13%	14%	15%

Strategies

- *Develop a project management executive overview and training program for business leaders*
- *Assign a sponsor*
- *Continue ITAB project management standing committee initiatives*
- *Continue to demonstrate the value of the project management repeatable and scalable characteristics*
- *Develop and implement a comprehensive and cohesive TCO/ROI program that aligns with risk assessment and performance measures processes without duplication of effort*
- *Track and document empirical data*
- *Continue communication efforts through ITAB and it's committees and subcommittees and web site updates*
- *Continue project oversight practices*
- *Expand existing training program to include Missouri Value Assessment (MoVAP) program*
- *Develop project manager re-certification schedule and requirements*

Objectives With Measures and Strategies

Develop/implement disaster recovery/business continuity plans:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 03	FY 04	FY 05	FY 06
Percent of agencies with completed business impact analysis	50%	100%	100%	100%
Percent of agencies with completed continuity plans	5%	30%	70%	90%
Percent of agencies performing annual business continuity testing	5%	20%	50%	75%
Percent of agencies performing Annual disaster recovery testing	40%	60%	80%	100%

Strategies

- *Assign a sponsor*
- *Establish an ITAB objective team*
- *Perform a business review for areas of vulnerability (risk assessment)*
- *Perform a business impact analysis that considers all of the potential impacts from each type of disaster, (natural disaster, terrorist acts, power disruption, software or hardware failures, computer shutdowns due to hackers, viruses, etc., processing shutdowns, and labor strife).*
- *Develop a workable business continuity plan*
- *Develop an implementation plan*
- *Develop a testing procedure to be performed annually*

Objectives With Measures and Strategies

Increase support of homeland security initiatives:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>	
	FY 03	FY 04	FY 05
Percent of agencies with completed self-assessments of critical assets	65%	100%	100%
Percent of agencies with established security preparedness baselines for each key critical technology	20%	50%	80%

Strategies

- *Assign a sponsor*
- *Establish a Critical Technologies Committee*
- *Conduct a security audit, identifying critical assets within Missouri and proposing a dynamic system to improve security*
- *Establish a security preparedness baseline for each key critical technology infrastructure and seek the completion of the self-assessment of critical assets by public and private owner/operators*
- *Collaborate with the Missouri Security Panel to develop detection/prevention, response and recovery methods*
- *Seek ways to improve communication on homeland security issues*
- *Recommend the criteria for the selection of critical infrastructure and identify how state and local authorities can gain the cooperation of the private sector in a Critical Asset Protection Plan (CAPP)*
- *Propose recommendations for improvements to public safety and identify immediate leadership decisions (legislative, funding, policy, procedures) to enhance Missouri's Homeland Security*

Objectives With Measures and Strategies

Increase the amount of budget funded by alternative sources:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 02	FY 03	FY 04	FY 05
Number of non-tax based funding sources	1	2	3	3

Tax Based Revenues

General Revenue

Conservation

Transportation

Non-Tax Based Revenues

Lottery

Service Fees

Strategies

- *Assign a sponsor*
- *Establish a IT budget objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Benchmark other states' successes in establishing alternative funding methodologies*
- *Benchmark other states' ability to limit activity to core functions*
- *Continue to use E-Government initiatives as a pilot*

Objectives With Measures and Strategies

Develop/implement a Missouri Value Assessment Program:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 03	FY 04	FY 05	FY 06
Percent of decision items submitted utilizing MoVAP process	Test case using existing IT appropriation request	10%	50%	100%

Strategies

- *Assign a sponsor*
- *Form an ITAB subcommittee to create and review the TCO/ROI process (MoVAP) for IT projects*
- *Continue the ITAB subcommittee in an oversight role to annually review and make necessary changes to the program*
- *Give MoVAP presentations to get program approval from ITAB and OA Budget and Planning*
- *Request MoVAP program be included as a requirement in OA budget instructions*
- *Include MoVAP in the project management training curriculum*
- *Provide MoVAP informational/training sessions for project managers who are already certified*
- *Coordinate efforts with the ITAB project management standing committee*
- *Establish a standardized process and report format to be used for all state IT projects*

Objectives With Measures and Strategies

Develop/implement a performance management:

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>		
	FY 03	FY 04	FY 05	FY 06
Percent of agencies using performance measures on IT projects	35%	60%	90%	100%

Strategies

- *Assign a sponsor*
- *Continue efforts of the ITAB Performance Measures Subcommittee*
- *Coordinate efforts with the ITAB Project Management Standing Committee*
- *Determine baseline, periodic, and benchmark metrics*
- *Determine what will be measured*
- *Determine where historical information will be stored and how it will be maintained, used and retrieved*
- *Establish a standard process and report format to be used for all state IT projects*
- *Develop a recommended set of performance measures for categorized project types*
- *Determine where a centralized repository of performance measures data will be stored, who will be responsible for maintaining the repository and how information may be retrieved and used*

Objectives With Measures and Strategies

Develop/implement a project oversight program

<i>Measure</i>	<i>Baseline</i>	<i>Targets</i>			
	FY 03	FY 04	FY 05	FY 06	FY 07
Number of projects utilizing the Project Oversight Program	10%	30%	50%	75%	90%
Number of processes and/or procedures improved as a result of the oversight function	15%	20%	25%	30%	35%

Strategies

- *Assign a sponsor*
- *Continue efforts of the ITAB Project Oversight Subcommittee*
- *Coordinate efforts with the ITAB Project Management Standing Committee*
- *Develop and implement a Project Oversight Program to ensure the effective and efficient utilization of state resources.*
- *Establish a repository to report successes and lessons learned so they can be referenced for application to future projects*
- *Continue the use of pilot projects in the development of the oversight program*
- *Integrate knowledge gained as a result of the oversight function to greatly increase the probability of product quality and overall Project success*